

## *The effect of strategic agility on organizational ambidexterity: A survey study of the opinions of a sample of employees in private universities*

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### **Abstract:**

The current research aims to identify the relationship between strategic agility and organizational dexterity by demonstrating the nature of the correlation between the two variables and determining the extent of the influence of the independent variable (strategic agility) on the dependent variable (organizational ambidexterity), at the aggregate level and at the sub-dimension level. The research problem was represented by the weak embodiment of strategic agility, as well as the lack of knowledge of its impact on organizational ambidexterity in private universities in Baghdad. The research adopted the descriptive-analytical approach, and the questionnaire was the primary tool for data collection. The sample size reached (178) respondents from private university employees. A number of statistical methods were used to extract results. One of the most prominent findings of the research was the existence of a statistically significant influence relationship between strategic agility and organizational dexterity at the aggregate level and at the sub-dimension level.

**Keywords:** Strategic agility, organizational dexterity, exploitation.

## **1. Introduction**

In light of the rapidly changing and accelerating circumstances facing organizations today, they have begun to strive for strategic excellence and organizational dexterity. Therefore, organizations have begun to shift from traditional work practices to adopting contemporary approaches, such as strategic agility (the independent variable), which is an important topic in strategic thought, as well as organizational ambidexterity (the dependent variable), which is a pillar of organizational success and excellence. The study was conducted at a number of private universities to determine the extent to which strategic agility is embodied in the work of these universities and the extent to which organizational ambidexterity is achieved. The research then demonstrates the nature of the impact of the dependent variable on the independent variable.

The term strategic agility first appeared in 1990 through a group of researchers at Lehigh University who described a flexible manufacturing system that contributes to meeting customer needs. Therefore, researchers considered agility as a quick response of the organization to unexpected changes in the business environment, while others considered it the organization's ability to adapt by adopting deliberate steps starting from collecting information about the environment, analyzing it, processing it, and disseminating it in a way that contributes to investing in opportunities and avoiding risks in a proactive step (Khanzab & Abu Qaoud, 2020:262). The term organizational ambidexterity emerged in the mid-1980s. Duncan (1976) was the first to introduce it, referring in a research paper to managing

the organization's priorities for its conflicting activities, by focusing business units on alignment, and other units on adaptation (Lind & Aberg, 2020: 9). March (1991) defined exploration and exploitation as independent activities that represent dimensions of the concept of organizational ambidexterity (Kassotaki, 2022: 1).. The research includes a presentation of the theoretical aspect of the research variables and their sub-dimensions, then determining the research hypotheses, in addition to the research plan and its hypothetical model, then moving on to the research methodology, and then addressing the research results inspired by the practical aspect, arriving at the most important conclusions.

## 2. Strategic agility

The management researchers described agility as important concept in strategic thought, as it embodies a response to the data of an organization's work environment, characterized by turmoil and high change. Strategic agility, is represented as a proactive step through which the organization confronts an emergency event before it occurs and then works to address it (Al-Jiar, 2020: 18). Strategic agility is defined as an effective dynamic approach linked to the organization's ability to sustainably adapt to its rapidly changing environment, and then work to invest in opportunities in order to generate value for the organization's customers and achieve their satisfaction (Soltaninezhad et al, 2021: 178).

Organizational agility is defined as the ability of an organization to sense changes occurring in the environment, and then deal with these changes in a proactive manner based on interaction, through exploration and exploitation, and employing the capabilities of stakeholders for the benefit of the organization (Nurjaman et al, 2021: 2). So, practicing strategic agility is linked to an organization's ability to harness its resources to exploit opportunities and avoid risks to ensure the organization's survival and growth in the business environment (Al-Shanti and Al-Jiar, 2021: 135). Proactive approach must be taken in a way that transforms threats into opportunities and improves performance in the organization's work environment (Elali, 2021: 2). Although the conceptual description of strategic agility varies among researchers, it is clear that it is related to exploring opportunities and exploiting them optimally in order to enhance its competitive position, and adapting

to environment proactively to create value and customer satisfaction.

### 2.1. Dimensions of Strategic agility

The literature on strategic agility has identified several dimensions, the most common of which are strategic sensitivity, clarity of vision, unity of command, and resource flow. These are the dimensions addressed in the current research. included in many studies such as: (AlSharah,2020) ; (AbuJabaram2020) ; (Al-Dabet,2022) ; (Al-Jaid,2025) ; (Baihaaqi et al,2025) ; (Saegebrecht & Walter,2025).

#### 2.1.1. Clarity of vision

Organizations use a vision statement as a summary of the work to be performed in the future. The vision defines what the future will be like. The vision combines insight and mental awareness. It is a future perspective for all members of the organization and a source of their sense of loyalty and belonging. The construction of the vision is based on the organization's ability to know internal conditions and anticipate external conditions (Haniya,2016:17).

The clarity of vision includes deep meanings and expresses a more comprehensive stance, as well as a readiness for more possibilities. It also defines the goals that the vision seeks to achieve, defines the organization's culture of values, beliefs, and traditions, and chooses the appropriate strategy that will support the organization's conditions and how to implement it on the ground (Abu Jabara, 2020: 26).

A clear vision provides the organization with the necessary speed for implementation and the required stability in investing or exploiting available opportunities whenever

possible. Vision is a realistic process with more credibility and attractiveness for the future. When organizations face complex challenges in a volatile business environment, it provides them with a vision with the necessary speed for implementation, focuses on all partners in the value chain, and pushes them towards exploiting the opportunities associated with them (Abu-Radi, 2013: 21).

A vision helps clarify the general direction of change, as it simplifies thousands of detailed decisions. It also motivates employees to take the right actions according to the announced direction. It also helps coordinate the various actions of employees quickly and efficiently if the vision is properly inspired by these employees and departments (Shanti and Al-Jiar, 2021: 135). Strategic sensitivity include three elements as show in figure (1)

#### 2.1.2. Strategic sensitivity

Strategic sensitivity refers to organization understanding and awareness of changes occurring in the environment and achieving compatibility with them through continuous and accurate monitoring (Maghribi et al, 2024:64). Strategic sensitivity is the organization's ability to understand and perceive different signals and trends. The organization can achieve strategic sensitivity through three basic pillars, and then build

strategic agility and achieve goals in the shortest possible time and at the lowest cost (Sahqi, 2021: 50).

Strategic sensitivity considered as an awareness of the strategic direction of the organization's management and its understanding of the method through which it can achieve the vision, mission, and goals (Alsharah, 2020:32). Strategic sensitivity requires effective strategic processes, high-quality performance, and the ability to adapt to internal and external variables and respond quickly and effectively to them. Strategic sensitivity expresses the extent to which organizations are able to identify and absorb changes in their internal and external environment to achieve organizational goals (Farhan, 2024:34).

According to above, strategic sensitivity is represented by an organization's management's ability to anticipate its business environment and possess sensors to sense environmental data. This enhances the organization's embodiment of strategic agility, while not neglecting the actual situation alongside the process of anticipating the future. This anticipation is crucial for reading environmental data and relies on the organization's ability to adopt new ideas to achieve its desired goals.

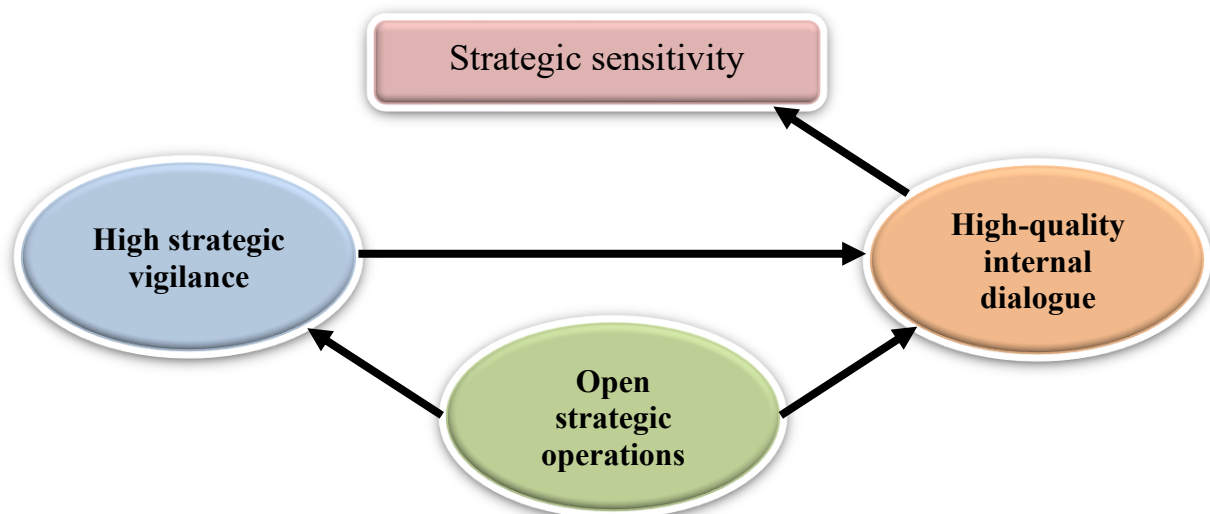


Figure (1): Elements of strategic sensitivity  
 Source: (Sahqi, (2021:50)

The elements of strategic sensitivity as below:  
(Sahqi, (2021:50))

- Open strategy processes: These involve strategic collaboration with multiple stakeholders and practical expertise among organizational members.
- Emphasis on strategic vigilance: These involve visionary flexibility and openness to future perspectives.
- High-quality internal dialogue: These rely on the realism of conceptual enrichment and cognitive diversity.

### 2.1.3. Leadership unity

Some call it collective commitment, and it means that decisions are made in the organization by the entire management team in a way that leads all team members to collective success, such that the entire team is committed to making bold decisions collectively and in a well-thought-out manner. Group decisions tend to be less conservative, more accurate, and more confident than individual decisions. This dimension constitutes an internal motivation for individuals to exert maximum effort in work stemming from belief in the goals and values of the group and the high ability to maintain its membership (Awja, 2017: 290).

This dimension contributes to making effective decisions easier, as the responsibility for making a decision is not limited to one person, but rather requires a collective commitment to this decision, which enhances everyone's responsibility to achieve it, and thus increases cohesion among employees (Lemareya, 2024:23). This dimension is vital to strategic agility at the organizational level, especially in light of its operation in a turbulent environment that requires leaders' ability to solve problems and think to enable an effective administrative response in the form of a collective commitment or leadership unit (Ferraris et al, 2021:5).

Unity of leadership or collective commitment by all parties working in the organization contribute to creating value for the organization based on the idea of teamwork, which is a measure for strengthening the relationship with customers in order to

contribute to creating value for them (Najm, 2019: 22).

Thus, it becomes clear that unity of relationship is represented by the shared responsibility of all members of the organization, which contributes to creating a friendly climate that provides value to the organization, in addition to developing and strengthening relationships among employees within the organization and enhancing relationships with customers.

### 2.1.4. Resource fluidity

The resource fluidity dimension represents the level of resource flexibility that enables an organization's management to adjust its resources and the way they are deployed according to established priorities (AlTaweel & A-Hawary, 2021:10). Resource flow embodies an organization's ability to organize its internal operations by directing the resources of its formations. Resource flow includes the redistribution of its resources, as well as the reallocation of resources, particularly personnel, toward new opportunities or new activities (Jeneb, 2016:18).

Resource fluidity reflects an organization's ability to attract and flexibly deploy the resources and skills required for its survival and sustaining its competitive advantage (Elali, 2021:5). Thus, this dimension concerns the mechanisms for mobilizing and transferring resources from one location to another, as it is one of the most important pillars of embodying the concept of strategic agility by organizational management (Liang et al., 2018). Organizational resources are allocated toward strategic opportunities with the aim of investing in and developing them (Doz & Kosonen, 2009:343).

It is worth noting that the movement of employees between the various organizational formations contributes to raising the level of resource fluidity, in addition to enhancing the role of talent by adopting the principle of mobile work teams instead of the single individual who has a growing individualistic tendency (Qureshi, 2017: 27).



The dimension of resource fluidity is represented by the organization's ability to re-engineer work mechanisms and distribute resources by adopting new systems and processes and establishing common rules to ensure the possession of proactive procedures for work and assessing events and risks facing managers. This requires great courage from the organization's management team, and the release of the necessary resources for use in the organization and their movement between units according to need (Maghribi et al, 2024:64).

There are some challenges facing resource fluidity, including the following: (Santala, 2009: 53)

- Most resources are tied to specific functions, and reallocating these resources can be difficult. To overcome this challenge, management should base its decisions on rational, rather than emotional or political, criteria, invest heavily in opportunities, and provide multiple channels for accessing resources.
- Having only one set of performance data means that the same evaluation system is used across the organization, and different units and functions can be easily compared to other units and functions within the same organization. It is also important to establish dynamic governance mechanisms to understand where resources are allocated and to redistribute responsibilities quickly and flexibly, as well as to establish common rules for resource allocation.
- Managers' reluctance to share resources with each other. One way to mitigate these risks is to separate business results from resource ownership, meaning that no single unit within the organization owns the resources necessary to run its business, but rather they are shared across the board.

### 3. Organizational ambidexterity

The word ambidexterity is of Latin origin and means the ability of an individual to use both hands at the same time and means the ability of an individual to use both hands at the same time smoothly, so organizations seek to

strike a balance between optimal investment and exploration, and thus the term organizational ambidexterity refers to the presence of high skill in a person, but it has been widely addressed and used by researchers in the field of management and administrative organizations that have the ability to exploit and explore activities (Ghanai, 2022: 68).

The concept of organizational ambidexterity is one of the most important concepts to emerge in modern management thought. This concept concerns the development that affects all aspects of the organization. (Sofien & Mohamed, 2024: 151) pointed out the association of the concept of organizational ambidexterity with modern intellectual contexts concerned with organizations with the aim of modernizing and developing them to keep pace with the rapid development taking place at the present time. There is agreement on the importance of organizational agility as a healthy phenomenon desired in organizations.

The Organizational ambidexterity is a continuous ability to explore and capitalize on opportunities contained in the changing business environment. Organizational ambidexterity is evident in the ability of organizational leaders to make effective decisions to confront environmental changes and employ all capabilities to deal with threats (Chelab & Flaih, 2023: 2484). Organizational ambidexterity is represented by creativity and raising the level of the organization's strategies. Therefore, it requires achieving harmony between the activities of the different administrative levels through optimal exploitation of opportunities. Organizational ambidexterity is characterized by being continuous and compatible with market changes (Naffakh, 2024: 588).

Organizational ambidexterity is referred to as a conceptual model that provides an explanation for the accomplishment of work within an organization through two states: exploration and exploitation. Organizational ambidexterity occurs when the boundaries between the two states disappear and the

embodiment of each is linked to the other (Duwe, 2022:30).

According to the strategic perspective, achieving success requires that organizations not rely on operational capabilities in order to achieve competitiveness, but rather depends on restructuring assets and structures, in a manner consistent with achieving adaptation to environmental developments (O'Reilly & Tushman, 2007:40).

Organizational ambidexterity is defined as the organization's ability to direct its attention towards exploration and exploitation tasks in order to reach a state of excellence, and to deal with future data to maintain growth (Finjan & Majid, 2024:109)

Conditions for achieving organizational ambidexterity in organizations as follow: (Naffakh, 2024: 590).

- Clearly defining the strategic intent by senior management, which relies on agility to achieve long-term impact.
- Clarifying the rationale for seeking opportunities and fostering a spirit of cooperation between units to exploit these opportunities.
- Building a vision and value system that supports emotional connection and a sense of belonging.
- Promoting the importance of organizational ambidexterity within the organization's working teams.
- Forming work teams with flexible cognitive skills to manage aspects of organizational ambidexterity.

Organizations with organizational ambidexterity can achieve pioneering innovations and effectively integrate external technological knowledge (exploration) and existing knowledge (exploitation) to achieve better sales of new products (Yanita et al,2023:3).

The organizational ambidexterity perspective contributes to addressing organizational problems. Exploration enables shared creativity, learning, and interaction among all parties, while exploitation enables consistency, fairness, and the dissemination of

innovations to enhance value in society as a whole (Hamblin et al, 2024: 1076).

### **3.1. Dimensions of organizational ambidexterity**

In order to achieve organizational ambidexterity, it is necessary to have the ability to combine exploitation, i.e. achieving efficiency in the goods and services provided, and exploration, which is based on flexibility and experimentation to arrive at more innovative products. Combining these two dimensions within the organization is a basic condition for achieving organizational excellence (Hasan et al, 2023:18). Most studies include two dimensions exploitation and exploration, such these studies are: (Yunita et al,2023);(Hamblin et al,2024);(Nafakh,2024);(Sofien & Mohamed,2024).

#### **3.1.1. Exploitation**

Exploitation is defined as the use of activities to achieve maximizing efficiency by focusing on operations, cost, quality, and improving the level of performance. Exploitation represents the organization's ability to invest in opportunities and generate value to achieve customer satisfaction (Ibrahim & Farid, 2024: 698).

Exploitation is embodied by the continuous improvement of an organization's activities in order to generate long-term value. Based on this, products are designed to achieve customer satisfaction (Popadiuk & Bido, 2015: 241). The exploitation dimension is distinguished by its association with operational activities, in contrast to the exploration dimension, which is associated with research and development, risk, and flexibility (Tuan, 2016: 3). Achieving efficiency and accurate implementation, encouraging employees to be creative, and providing distinguished goods and services that meet customers' needs (Rihili, 2022: 86).

#### **3.1.2. Exploration**

Exploration represents a vision based on searching for opportunities regarding products, goods, and services, which enhances the organization's competitiveness. This means the organization's ability to employ its capabilities

towards potential opportunities that may appear in its market (Sabir et al, 2018: 111).

Exploration requires the availability of new knowledge that differs from the existing knowledge within the organization. Accordingly, organizations turn to the external environment to explore opportunities within it, which leads to enhancing creative ideas within the organization (Ibrahim et al, 2021:37).. Exploration is a search and creative approach to products to achieve flexibility, learning and finding new knowledge relevant to the organization's activities (Ibrahim & Farid, 2024:698).

Thus, the conflict between the two dimensions (exploitation and exploration) emerges (Parikh & Bhatnagar, 2018:95), which imposes a significant challenge on managers. This challenge is represented by the ability of managers to achieve innovation while reducing costs (Gieske et al., 2019:341). Therefore, it requires exploratory capabilities and exploitative skills in order to overcome the aforementioned conflict.

#### 4. Hypotheses

**H1:** There is a significant relationship between strategic agility and the organizational ambidexterity for employees working in the private university in Baghdad.

**H.2:** There is a statistically significant effect of strategic agility on organizational ambidexterity. for employees working in the private university in Baghdad.

**H2.1:** There is a statistically significant effect of strategic sensitivity on organizational ambidexterity.

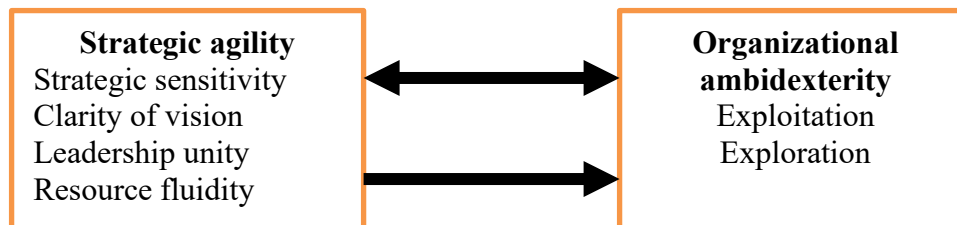
**H2.2:** There is a statistically significant effect of clarity of vision on organizational ambidexterity.

**H2.3:** There is a statistically significant effect of leadership unity on organizational ambidexterity.

**H2.4:** There is a statistically significant effect of resource fluidity on organizational ambidexterity.

#### 5. Plan of the research

Figure (2) illustrates the nature of the correlation and effect relationship between the dependent variable and the independent variable.



**Figure (2): Research's conceptual model**  
**Source: Adopted by the Researcher**

#### 6. Method

A sample of private universities in Baghdad/Rusafa was selected to ensure ease of movement around these universities. The sample included employees, and the number of responders in the selected sample was (178) employees. The questionnaire was adopted as the main tool for collecting data, as the questionnaire consisted of two parts. The first part was concerned with the personal data of the respondents, and the second part dealt with

the paragraphs of the questions, as the section on strategic agility consisted of (24) questions distributed over four dimensions, with six questions for each dimension, while the second part dealt with the variable of organizational ambidexterity, as it included ten questions, with five questions for each of the two dimensions.

Cronbach's Alpha Coefficient was used to measure the internal consistency of the scale's items related to its variables and sub-dimensions. Cronbach's Alpha ranges from 1 to 0, and should be equal to or higher than 0.70 to

be considered to have acceptable internal consistency. Table (1) shows the reliability test of the measurement tool (questionnaire).

**Table (1) Cronbach's alpha test for research variables and dimensions**

Variables	Dimensions	Cronbach's Alpha Coefficient
Strategic agility	strategic sensitivity	0.916
	clarity of vision	0.908
	unity of leadership	0.902
	resource flow	0.904
	strategic agility	0.898
Organizational ambidexterity	exploitation	0.910
	exploration	0.907
	organizational ambidexterity	0.906
Total		0.905

Source: researcher based according to the program SPSS

The data in Table (1) show that the values of the coefficient of validity and reliability of the variables and dimensions are greater than (0.70), which means that these variables and dimensions have appropriate internal consistency. As for the internal consistency coefficient ((Cronbach's Alpha) for the scale as a whole, its value reached (0.905), and these results show that the current research scale (questionnaire) has good reliability.

## 7. Results

**First:** Descriptive statistics, which included a presentation of the sample members' responses to the paragraphs included in the questionnaire,

related to the research variables (strategic agility) and (organizational agility).

### 1. Strategic agility

The dependent variable (strategic agility) included (24) questions distributed over four dimensions (strategic sensitivity, clarity of vision, leadership unity, and resource fluidity), and six questions were allocated to each dimension.

- **Strategic sensitivity:** The data in Table (2) shows a high percentage of agreement among the sample respondents regarding the embodiment of strategic sensitivity in the researched organizations, and this is supported by the arithmetic mean value of (4.17) and a standard deviation of (0.786).

**Table (2) Description of sample individuals' responses regarding the strategic sensitivity dimension**

Dimension	Question's No.	Mean	S.D	Ranking
Strategic sensitivity	Q1	4.02	0.846	6
	Q2	4.16	0.742	4
	Q3	4.23	0.801	2
	Q4	4.25	0.852	1
	Q5	4.14	0.813	5
	Q6	4.18	0.764	3
	Total	4.17	0.786	

Source: researcher based according to the program SPSS

- **Clarity of vision:** The total arithmetic mean value for the clarity of vision dimension was (4.06), which is a high value that expresses high agreement among

the respondents with a standard deviation of (0.882), which expresses a low level of dispersion in the responses, as shown in Table (3).



**Table (3) Description of sample individuals' responses regarding the Clarity of vision dimension**

Dimension	Question's No.	Mean	S.D	Ranking
Clarity of vision	Q7	4.26	0.718	2
	Q8	3.96	0.770	5
	Q9	3.72	0.906	6
	Q10	4.12	0.676	4
	Q11	4.13	0.751	3
	Q12	4.30	0.726	1
	Total	4.06	0.821	

Source: researchers based according to the program SPSS

- Leadership unity:** The leadership unity dimension achieved results that express a high agreement in the responses of the sample members, and this is demonstrated by the data included in Table (4), as the total arithmetic mean value for this dimension reached (4.12), with a standard deviation that expresses a decrease in the level of dispersion, which reached a value of (0.862).

**Table (4) Description of sample individuals' responses regarding the Clarity of vision dimension**

Dimension	Question's No.	Mean	S.D	Ranking
Leadership unity	Q13	4.07	0.836	4
	Q14	3.84	0.851	6
	Q15	4.18	0.826	2
	Q16	4.10	0.660	3
	Q17	4.06	0.883	5
	Q18	4.24	0.802	1
	Total	4.12	0.862	

Source: researcher based according to the program SPSS

- Resource fluidity:** Despite the high overall arithmetic mean value for the Resource fluidity dimension, this value is the lowest among the values of the four strategic agility dimensions. The arithmetic mean value reached (3.88), which is a value that expresses a high agreement among the sample members regarding the embodiment of this dimension in the researched organizations, with a standard deviation value of (0.946), as shown in Table (5).

**Table (5) Description of sample individuals' responses regarding the Resource fluidity dimension**

Dimension	Question's No.	Mean	S.D	Ranking
Resource fluidity	Q19	4.04	0.982	1
	Q20	3.86	0.886	6
	Q21	3.95	0.906	3
	Q22	3.92	0.876	4
	Q23	3.91	0.935	5
	Q24	3.99	0.884	2
	Total	3.88	0.946	

Source: researcher based according to the program SPSS

Thus, the data from the previous tables regarding the strategic agility variable show that all dimensions recorded high agreement. The strategic sensitivity dimension appeared

first in terms of the level of agreement, followed by the leadership unity dimension, then the clarity of vision dimension in the third

sequence, and in the fourth sequence, the resource fluidity dimension appeared.

**2. Organizational ambidexterity:** The independent variable (organizational ambidexterity) included (10) questions distributed over two dimensions (exploration, exploitation), with five questions for each dimension.

- **Exploitation:** The data in Table (6) shows that the arithmetic means of the exploitation dimension ranged from (3.78-

4.28), and this result expresses the existence of a high percentage of agreement among the respondents from the sample members regarding the embodiment of the exploitation dimension in the researched organizations, and what supports this is the value of the total arithmetic mean amounting to (4.22) and a standard

- Deviation of (0.796).

**Table (6) Description of sample individuals' responses regarding the exploitation dimension**

Dimension	Question's No.	Mean	S.D	Ranking
Exploitation	Q25	3.78	0.830	5
	Q26	4.26	0.826	2
	Q27	4.24	0.785	3
	Q28	4.28	0.802	1
	Q29	3.86	0.848	4
	Total	4.22	0.796	

Source: researcher based according to the program SPSS

- **Exploration:** The data in Table (7) show a high percentage of agreement among the sample respondents regarding the embodiment of the exploration dimension in the researched organizations, and this is supported by the arithmetic mean value of (4.04) and a standard deviation of (0.822).

**Table (7) Description of sample individuals' responses regarding the exploration dimension**

Dimension	Question's No.	Mean	S.D	Ranking
Exploration	Q30	3.64	0.914	4
	Q31	4.12	0.746	2
	Q32	4.08	0.799	3
	Q33	4.25	0.825	1
	Q34	3.88	0.874	5
	Total	4.04	0.822	

Source: researcher based according to the program SPSS

It is clear from the data in the two previous tables regarding the organizational ambidexterity variable that the exploitation dimension achieved a higher agreement than the exploration dimension, and that both dimensions are within the range of high agreement of the sample members regarding the embodiment of organizational ambidexterity in the organizations under study.

**Second:** Hypothesis testing,

The data in Table (8) show that all values of the correlation between the four dimensions of strategic agility and organizational ambidexterity were positively positive, in

addition to the relationship of strategic agility at the overall level with organizational agility, as the value reached (0.812), with a significance level of (0.000), which means accepting the correlation hypothesis that there is a statistically significant correlation between strategic agility and organizational agility.

Effect Hypothesis testing, the second main hypothesis includes the effect of strategic agility on organizational ambidexterity, and four sub-hypotheses emerge from it. The results of these tests will be presented in the two tables (9) and (10).

**Table (8) Values of correlation between strategic agility and organizational ambidexterity.**

Organizational ambidexterity						
Strategic agility	Dimensions	Correlation value and significance level		Type and direction of relationship	Relationship intensity	Decision
	Strategic sensitivity	R	0.786**	positive proportion	Medium	acceptable
		Sig.	0.000			
	Clarity of vision	R	0.710**	positive proportion	Medium	acceptable
		Sig.	0.000			
	Leadership unity	R	0.654**	positive proportion	High	acceptable
		Sig.	0.000			
	Resource fluidity	R	0.632**	positive proportion	High	acceptable
		Sig.	0.000			
	Strategic agility	R	0.812**	positive proportion	High	acceptable
		Sig.	0.000			

**Source: researcher based according to the program SPSS**

The results included in Table (9) showed that the calculated (F) value is (338.46). This is certainly greater than the tabular (F) value at the significance level (0.05). This result provides sufficient support to accept the second main hypothesis, which states that (strategic agility has a statistically significant effect on organizational ambidexterity). The value of (corrected coefficient of determination) (Adj. R<sup>2</sup>) achieved a value of (0.648), which indicates that the strategic agility variable explains (65%) of the variables affecting organizational ambidexterity. It is clear from the (β) value of (0.842) that increasing strategic agility by one unit will lead to an increase in organizational ambidexterity by (84%). Based on these results, the second main effect hypothesis is accepted.

The data in Table (10) show that the calculated (F) value for the four dimensions is (121.88), (137.480), (175.492), (240.986) respectively. This is certainly greater than the tabular (F) value at the significance level (0.05), and this result provides sufficient support to accept the four sub-hypotheses within the second main hypothesis, which confirms the existence of an impact for each of the four dimensions of strategic agility on

organizational ambidexterity. The value of the corrected coefficient of determination (Adj. R<sup>2</sup>) was (0.406), which indicates that the strategic sensitivity dimension explains 40% of the dimension affecting organizational ambidexterity, while the value of the clarity of vision dimension was (0.434), which explains 43% of the dimension affecting organizational ambidexterity. The value of the leadership unity dimension was (0.492), which explains 49% of this dimension affecting organizational ambidexterity. As for the resource fluidity dimension, the value was (0.564), which explains 56% of the impact of this dimension on organizational ambidexterity. The value of (β) for the strategic sensitivity dimension, which is (0.604), shows that increasing strategic sensitivity by one unit will lead to an increase in organizational ambidexterity by (60%), and for the clarity of vision dimension (0.658), thus increasing this dimension by one unit will lead to an increase in organizational ambidexterity by (66%), and for the unity of command dimension it will be (65%), while for the resource fluidity dimension it will be (57%). Based on these results, the second main effect hypothesis is accepted.

**Table (9) The impact of strategic agility on organizational ambidexterity at the macro level (second main hypothesis)**

dependent variable	independent variable		R <sup>2</sup>	Adj. R <sup>2</sup>	F	Sig.	Decision
Organizational ambidexterity	Strategic agility						
	$\beta\alpha$	0.680	0.652	0.648	338.46	0.000	accepted
	$\beta 1$	0.842					

Source: researcher based according to the program SPSS

As for the impact of the sub-dimensions of strategic agility on organizational dexterity, Table (9) shows that.

**Table (10) the impact of strategic agility dimensions on organizational ambidexterity (the four sub hypothesis)**

dependent variable	independent Dimension		R <sup>2</sup>	Adj. R <sup>2</sup>	F	Sig.	Decision
Organizational ambidexterity	Strategic sensitivity						
	$\beta\alpha$	1.598	0.409	0.406	121.88	0.000	accepted
	$\beta 1$	0.604					
Organizational ambidexterity	Clarity of vision						
	$\beta\alpha$	1.378	0.438	0.434	137.480	0.000	accepted
	$\beta 1$	0.658					
Organizational ambidexterity	Leadership unity						
	$\beta\alpha$	1.456	0.498	0.492	175.492	0.000	accepted
	$\beta 1$	0.648					
Organizational ambidexterity	Resource fluidity						
	$\beta\alpha$	1.894	0.568	0.564	240.986	0.000	accepted
	$\beta 1$	0.572					

Source: researcher based according to the program SPSS

1. There is a statistically significant correlation between strategic agility and organizational ambidexterity.
2. There is a statistically significant correlation between the strategic sensitivity dimension and organizational ambidexterity.
3. There is a statistically significant correlation between the clarity of vision dimension and organizational ambidexterity.
4. There is a statistically significant correlation between the leadership unity dimension and organizational ambidexterity.
5. There is a statistically significant correlation between the resource fluidity dimension and organizational ambidexterity.
6. There is a statistically significant influence of strategic agility on organizational ambidexterity.
7. There is a statistically significant influence of strategic sensitivity on organizational ambidexterity.
8. There is a statistically significant influence of clarity of vision on organizational ambidexterity.
9. There is a statistically significant influence of leadership unity on organizational ambidexterity.

10. There is a statistically significant influence of resource fluidity on organizational ambidexterity.

## Conclusion:

Using the correlation coefficient between the two research variables, it became clear that the highest correlation was at the aggregate level of the two variables. Correlation values varied between the dimensions of strategic agility and organizational ambidexterity. The strategic sensitivity dimension achieved the highest correlation, followed by the clarity of vision dimension, then the unity of command dimension, and finally the resource fluidity dimension.

The resource fluidity dimension had the greatest impact on achieving organizational ambidexterity, followed by the leadership unity dimension, then the clarity of vision dimension, and finally the strategic sensitivity dimension came in fourth place. This demonstrates the importance of organizational resources in achieving organizational ambidexterity and the effective role of leadership in unifying decisions.

This means that the organizations in the research sample possess the ability to quickly identify opportunities and threats and detect the movements of competing organizations. This can be attributed to the intense competition in the sector in which private universities operate. Furthermore, the aforementioned universities possess clear visions that express their future directions. This is all to ensure organizational ambidexterity across both dimensions (exploitation and exploration).

Because private university leaders recognize that their superiority and competitiveness depend on achieving cohesion among their employees, they strengthen this cohesion through teamwork, fostering a culture of synergy among employees, and embracing a culture of change to achieve performance excellence, which in turn leads to organizational ambidexterity.

Private universities utilize their resources to adapt to change and ensure flexibility in

redistributing these resources across their various units. This must be done smoothly and in line with the resource needs of these units, with the goal of enhancing their operations and achieving organizational ambidexterity.

## Data Availability:

The data used to support the results of this study has been included in the article.

## Conflict of Interest:

The authors declare that they have no conflicts of interest.

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